Using Program Logic/Causal Models to Measure Outcome and Impact Indicators in Democracy & Governance Projects

U.S. Department of State Fourth Annual Conference on Program Evaluation June 7-8, 2011 George C. Marshall Center



Contact Information

- Mark Bardini
 - Email: mbardini@chemonics.com
 - Phone: 202-955-8125
- Alicia Imbody
 - Email: aimbody@chemonics.com
 - Phone: 202-955-3402

- Weblinks:
 - www.chemonics.com



Goals of Workshop

- Define causal models and logic models and the differences between them
- Explain how the causal/logic model is integrated with the results framework
- Demonstrate how to use the causal/logic model to properly design, implement and monitor and evaluate your Democracy & Governance (D&G) projects
- Practical experience in learning how to create a causal model based on an actual Rule of Law (ROL) project



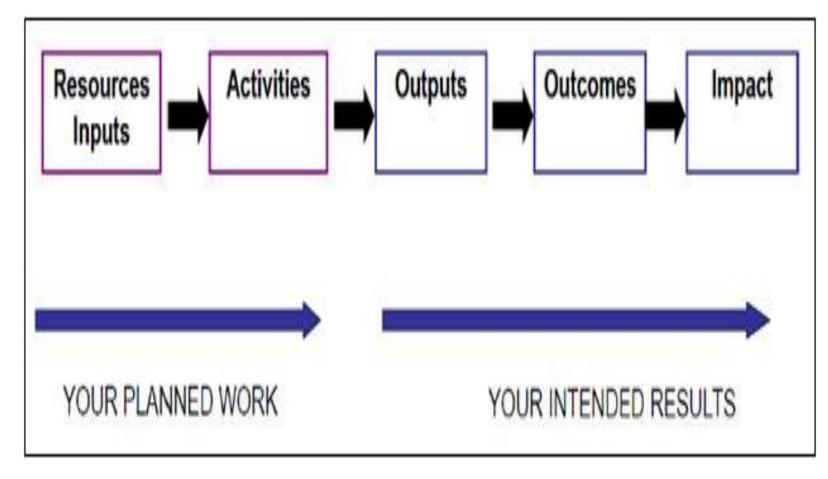
Logical/Causal Models

Definition:

- A program logic model shows the causal (or logical) link between program activities (inputs), the direct results of those activities (outputs), the effect those outputs have on the targeted beneficiaries (outcomes), and the ultimate project objective these outcomes serve (impact).
- A picture of how your organization does its work – the theory and assumptions underlying the program.



What it Looks Like





Logic Models and Results Frameworks

- The Logic Model should directly link project activities to results based on the results framework.
- A result is a significant, intended, and measurable change in the condition of a beneficiary or a change in the host country, institutions, or other entities that affect the beneficiary directly or indirectly.
- An activity is the way in which resources are organized and deployed.



D&G Project Challenges

- Identifying impact-level indicators
- Difficult to measure results
- Manageable Interest



D&G Project Challenges

OBJECTIVE: PROGRAM AREA:
GOVERNING JUSTLY AND DEMOCRATICALLY RULE OF LAW & HUMAN RIGHTS

Program Area: Rule of Law & Human Rights

ELEMENT: GJD - 1.1 CONSTITUTIONS, LAWS AND HUMAN RIGHTS		
INDICATOR TITLE: CONSTITUTION INCORPORATING FUNDAMENTAL FREEDOMS DRAFTED		
WITH USG ASSISTANCE		
DEFINITION:		
Fundamental freedoms include religi	on, peaceful assembly, association &	
expression.		
RATIONALE		
The Constitution is the fundamental document, backed up by the state and		
protected by law, on which democracy is based. Although the constitution alone		
does not guarantee freedoms, it does indicate a serious level of public		
commitment and sets a standard for government to follow.		
UNIT:	DISAGGREGATE BY:	
Yes/No	None	
TYPE: OUTPUT/OUTCOME DIRECTION OF CHANGE:		
Output Yes = better		
DATA SOURCE:		
Operating units		
MEASUREMENT NOTES:		

ELEMENT: GJD - 1.1 CONSTITUTIONS, LAWS AND HUMAN RIGHTS				
INDICATOR TITLE: NUMBER OF RETRIBUTIVE AND RESTORATIVE JUSTICE INSTITUTIONS				
CREATED OR SUPPORTED WITH USG ASSISTANCE				
DEFINITION:				
	tutions include Truth and Reconciliation			
Commissions, international courts, domestic war crimes courts, and customary				
practices.				
RATIONALE:	RATIONALE:			
Measures one aspect of programs to end impunity and enable peaceful				
transitions to democracy & harmonize customary or religious law with state-				
based legal systems				
UNIT:	DISAGGREGATE BY:			
Number of institutions	None			
TYPE: OUTPUT/OUTCOME DIRECTION OF CHANGE:				
Output Higher = better				
DATA SOURCE:				
Post, or implementing partners				
MEASUREMENT NOTES:				



Palestinian Authority Capacity Enhancement (PACE) Project Results Framework

USAID Strategic Objective:

To reinforce Palestinian efforts to strengthen the performance and democratic practices of selected public sector institutions and non-state actors

Project Goal:

A more professional and competent public administration within targeted PA ministries and institutions that provides more effective, efficient, and responsive services to the Palestinian people

PIR 1: Improved delivery of key services by targeted PA ministries and institutions that result in immediate tangible

KRA 1.1 Infrastructure improvements completed to meet citizen's needs at targeted PA Ministries

benefits to citizens

KRA 1.2: Processes and procedural improvements result in better service delivery PIR 2: Enhanced and sustainable capacity of PA ministries and institutions

KRA 2.1 Increased PA knowledge and skills for performing core government functions

KRA 2.2 Enhanced ability of selected ministries to assess organizational needs and develop strategic plans PIR 3: Increased responsiveness of targeted PA ministries and institutions to the needs of citizens

KRA 3.1: Enhanced communications capacity of targeted ministries

KRA 3.2: Increased cooperation between PA ministries and civil society organizations



PACE Causal Model

		_\\	
Activities	Outputs	Outcom	Impacts
Facilitate re- establishment of road repair units Facilitate establishment of Palestinian road standards committee and road safety manual Facilitate improvement of safety and informational road signage Renovate facilities and procure road maintenance and safety equipment Conduct related training for ministry staff	# of KMs of road improved # locations renovated/ refurbished # of locations with upgraded IT equipment # locations renovated/ refurbished # of services with written standard operating procedures # of services improved through business process reengineering # of targeted ministry personnel trained	Decrease in travel times for drivers in the West Bank Decrease in vehicle maintenance costs Decrease in traffic accidents and # of fatalities (and subsequent reduction in health costs; reduction in time lost from work; and reduction in income loss from missed work). Mincrease in customer satisfaction with service delivery from targeted ministries Increase in # of completed transactions per day Mincrease in Ministry staff using new knowledge and skills gained during training Mincreased revenue for targeted ministries (MTIT, MOF)	PA's capacity to provide services enhanced, and public perception of PA improved



Serbia Judicial Reform and Government Accountability Project (JRGA) Results Framework

USG Foreign Assistance Objective: Governing Justly and Democratically

Program Area 2.1: Rule of Law and Human Rights

Element 2.1.3: Justice Systems

Program Area 2.2: Good Governance

Element 2.2.4: Anti-Corruption Reforms

USAID/Serbia Strategic Objective: Democratic Structures in Serbia Strengthened

IR 2.1: Government Operations Improved

KRA 2.1.1: Judicial operations improved and efficiency increased

KRA 2.1.2: Improved capacity of judges and court professionals in Misdemeanor and Administrative Courts

IR 2.2: Civil Society Engagement in Public Life Increased

KRA 2.2.1: Increased NGO engagement in promoting and advocating for rule of law and judicial sector reforms

KRA 2.2.2: Improved NGO capacity to monitor government institutions' adherence to its anti-corruption commitments.



Serbia JRGA Project

Component	Task	Illustrative Activities (Inputs/Outputs)	RFP Expected Results	Objective-level R esults	Impact
Component 1	2	Develop procedures and protocols for open court hearings	Open hearings are the rule rather than the exception	Misdemeanor and administrative court operations are more transparent and	Strengthened rule of law, judicial independence, and
	8	Establish public information kiosks/display hearing schedules/produce hov-to brochures	Court users can easily find the information they need about the operations of the administrative and misdemeanor courts	efficient Public awareness of misdem eanor and administrative courts' role and operations increased	administration of justice Increased public a wareness about justice-sector
	3	Establish/revise time standards for processing of cases in the administrative and misdemeanor courts Identify and address case processing bottlenecks	Cases of all types in the administrative and misdemeanor courts resolved more quickly and backlogged cases resolved within established standards	Misdemeanor and administrative court operations are more transparent and efficient Judicial accountability promoted	reforms
	4	Develop and enforce payment time standards for assessed court costs and fines in misdemeanor courts	Court costs and fines from all types of cases in all the misdemeanor courts are paid on time	Misdemeanor and administrative court operations are more transparent and efficient	
	5	Engage monitoring NGOs and survey court users on domestic violence protection and other substantive issues Train judges, prosecutors, bailiffs, and police in treatment of domestic violence victims during trial	Hearings are safe for all participants, including victims of family and domestic violence Courts implement coordinated policies for handling of cases involving related issues and/or parties	Gender equity promoted Percentage of public and CSOs reporting increased coordination between judiciary and relevant bodies for the handling of related issues Judicial accountability promoted	
			Judges from all the misdemeanor courts show improved performance against Serbian-government-established competency standards		
	6	Hold bar-bench roundtables to discuss solutions to frequently	Courts implement coordinated policies for the handling of	Misdemeanor and administrative court operations	



Iraq Access to Justice Results Framework

USAID/Iraq Direction 2010 - 2012; Third Goal:

Improve access to justice by improving education of legal professionals and expanding legal assistance

Program Strategic Objective:

Improve access of vulnerable and disadvantaged populations ("vulnerable Iraqis") to Iraq's legal system

Result 1 (Component 1): Practical knowledge of vulnerable Iraqis on their legal responsibilities, rights, and remedies improved

Sub-result 1.1: Awareness of legal rights, entitlements, and responsible government officials among targeted populations improved

Sub-result 1.2: Awareness of legal assistance services and support systems in civil society among targeted populations improved

Sub-result 1.3: Demand and requests for assistance to legal professionals from targeted populations increased

Result 2 (Component 2): Competence and availability of legal professionals and civil society partners to assist vulnerable Iraqis increased

Sub-result 2.1: Capacity of legal assistance organizations/CSO partners to assist vulnerable Iraqis increased

Sub-result 2.2: Supply and ability of lawyers to assist vulnerable Iraqis increased

Sub-result 2.3: Practical skills and engagement of law students in broader legal assistance efforts to vulnerable Iraqis enhanced

Result 3 (Component 3): Government processes and procedures to facilitate access of vulnerable Iraqis to government services and legal remedies improved

Sub-result 3.1: Laws, regulations, and procedures to expand access to justice amended

Sub-result 3.2: Capacity of CSOs to engage government officials to amend laws and procedures on behalf of vulnerable Iraqis enhanced



Iraq Access to Justice Logic Model

	Illustrative Activities	Illustrative Outputs	Illustrative Outcomes (RF sub-results)	Sample Impacts (Results Framework result)
		Assessment reports on legal assistance needs identified by population type, size, and location	Improved awareness among targeted vulnerable populations of their legal rights, entitlements, and responsible government officials. (Sub-Result 1)	
Component 1	Conduct public outreach and advocacy-related media campaigns through a variety of media including SMS and radio Publish directory of available legal service organizations *	Outreach campaigns reaching targeted groups Target groups' access to information on location and focus of legal CSOs increased	Improved awareness of legal assistance services and support systems in civil society (advocacy groups, associations) among targeted vulnerable populations. (Sub-Result 2)	
	Develop shuttle services to bring citizens from IDP camps to existing legal/resource centers *	Individuals receive assistance from partner civil society organizations, bar associations, legal clinics or government organizations	Increased demand and requests for assistance to legal professionals from targeted vulnerable populations. (Sub-Result 3)	
П	Organize community coalitions to identify and address most pressing legal needs of vulnerable populations			
Component 2	Support CSO mobile teams to provide in home consultations or serve as roving legal clinics	Coalitions formed and working to address legal needs of vulnerable populations	Increased capacity of legal assistance organizations and other civil society partners to assist vulnerable or	Improve practical knowledge of vulnerable and disadvantaged Iraqis of their responsibilities, rights and remedies under Iraqi law. (Result 1)
	Conduct trainings with potential grantee-CSOs on	In home legal consultations provided to vulnerable populations CSOs qualified to begin IAJP simplified grant application process	Increased supply and ability of lawyers to	Increase the competence and availability of legal professionals and civil society partners to assist vulnerable and disadvantaged Iraqis (Result 2)
	Conduct law school institutional capacity assessments and implement practically oriented modules, including law clinics	Law schools implementing practical skills curriculum and law clinics	assist Iraq's vulnerable or disadvantaged populations. (Sub-Result 2) Law students trained in practical skills and	Improve government processes and procedures to facilitate access of vulnerable populations to
	Strengthen capacity of bar associations to provide low or no cost services, in coordination with CSOs	CSOs better able to provide low cost legal services Lawyers' specialized knowledge related to vulnerable populations increased	enlisted in the broader effort to provide legal assistance to Iraq's vulnerable or disadvantaged populations. (Sub-Result 3)	government services and legal remedies (Result 3)
	Develop continuing legal education classes for bar association members in partnership with a law school			
Component 3	reforms	CSO capacity to engage and advocate to government officials on legal reforms increased	Amended laws, regulations, or procedures clarify or modify practice under existing law so as to expand access to justice, as feasible, including new mechanisms for	
	Invite government officials to engage with coalitions on recommmended legal reforms	Greater awareness and support among government officials on need for legal reforms	extra-court dispute resolution. (Sub-Result 1)	
	Provide communications for appropriate government officials to allow them to more effectively spread awareness and knowledge about the relevant services their offices provide	Citizens access to information about legal options provided by the government improved	Specialized civil society organizations (think-tanks, others) engage Government officials to amend laws/procedures to better attend vulnerable and disadvantaged populations. (Sub-Result 2)	

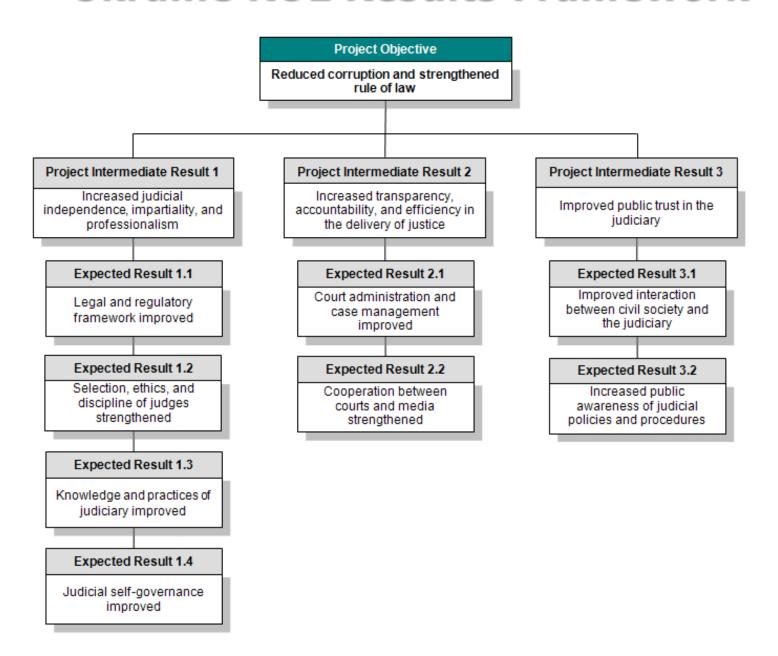


Ukraine Rule of Law Activity

Design a Logic Model based on the Ukraine Rule of Law Results Framework. Include activities, outputs, outcomes, and impacts.

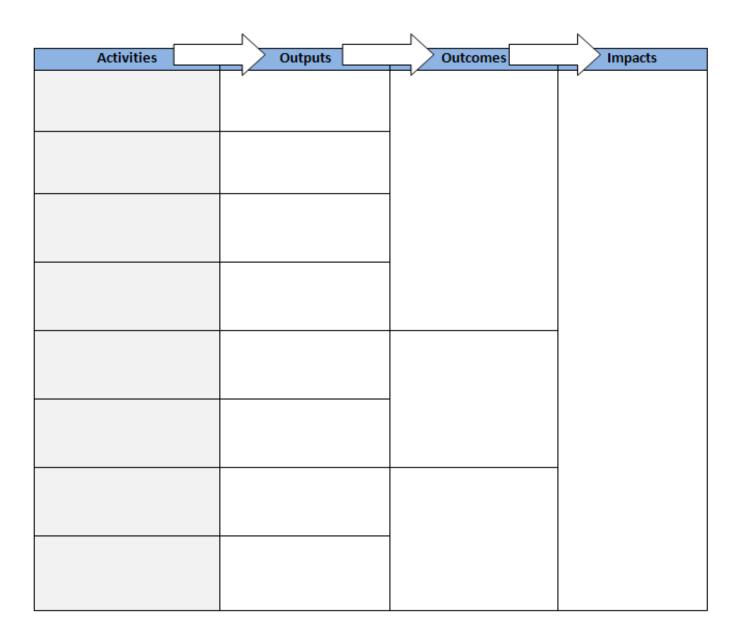


Ukraine ROL Results Framework





Sample Logic Model Outline





Q&A



Conclusion



A logic model is a roadmap showing how a program gets from Point A (program activities) to Point B (program impact).



Thank you!